CELEBRATING

ALBERTA'S FAMILIES

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Balancing Work and Family Life

The judgements and opinions reflected in this paper are solely the views of the author and do not necessarily represent the position of the Alberta Government.

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Abstract

Demographic studies indicate a changing workforce in Canada. This has resulted in changing attitudes on the part of both employers and employees and an increased potential for conflict between work and family responsibilities.

In this climate of change, corporations are finding that it pays to address family-related issues, and are doing so in a variety of ways such as flexible work arrangements, extended leaves and benefits, and child care. These solutions are not without their problems. There is a need, through discussion of problems and alternative solutions, to determine what best suits both a company and its employees. The challenge for all sectors is to find innovative approaches that balance work and family responsibilities.

Preamble

Balancing work and family life is one of the most complex issues facing society in the closing decade of the twentieth century. Changing economic conditions have combined with changing family patterns to create a new set of problems for both employees and employers. Solutions to those problems must respect the needs of employees and the changing market conditions and other factors pressuring employers.

Corporations in the 1990s face new challenges. Traditionally, balancing the demands of workplace and family has been the responsibility of the employee. But as competition in the global marketplace increases, the need to retain quality workers becomes more critical. Companies are looking for ways to reduce absenteeism and staff turnover, two areas where family/work conflict are major factors. Employers are becoming more aware of the critical role they can play in ensuring a stable workforce. Attending to workers' needs can result in increased productivity and profit for the corporation.

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Family profiles continue to change, with the increase in single-parent and dual-earner households expected to continue. More and more workers need to find care for dependent children, elders and disabled people. One of the most dramatic changes in the labour force has been the increase in the participation of women over the last 25 years. Even more significant has been the increased number of women participating in the labour force after having children.

Where employers are insensitive to family-related issues, workers with family responsibilities often discover themselves at a serious disadvantage in the workplace. Even where conditions are good, people who work and have family responsibilities report areas of stress on the job and in the home. Changing demographics, a more competitive economic environment, and altered expectations on the part of employees and employers all combine to create a new pattern of work and family life that corporations and society must consider as they plan for the next decade.

All of us are being challenged to find innovative approaches to balancing work and family. Industry is faced with the question of whether it is cost-efficient to adopt policies and programs that address these problems. Employers who provide benefits such as child care, alternative work arrangements, a variety of leaves, Employee Assistance Programs (EAP's) and relocation assistance contend that these options have been effective in a number of human resource management areas.

Experienced companies recommend that corporations considering employer-supported day care, referrals or counselling, should assess their employees' needs before launching any program. It is also important for employees to take the initiative, making their needs known to employers and proposing solutions to specific problems. Government also has a role to play in providing information, innovative ideas, program assistance and policy guidelines.

This paper looks at how the workforce has changed, what the areas of stress are, what responses corporations are making, and includes concrete examples of existing policies and programs.

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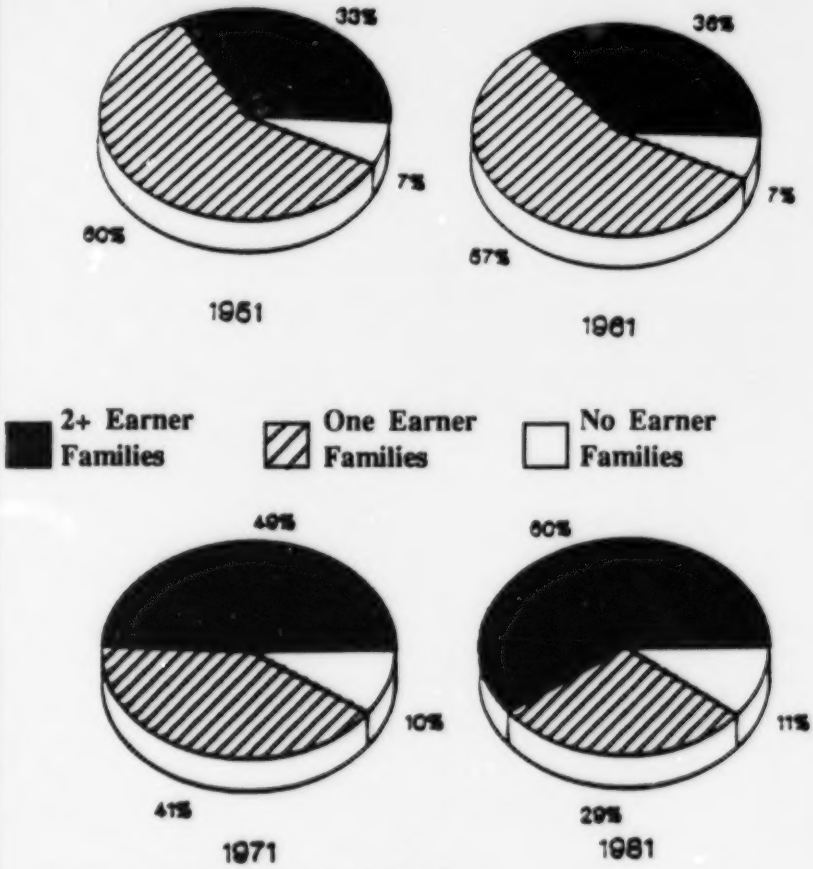
The Challenge of a Changing Workforce

Demographic and social developments have given rise to major changes in the Canadian workforce. Today we have a falling birth rate, aging baby boomers and healthier elders. The median age of Albertans rose from 26.9 in 1981 to 29 by 1986. This trend is expected to continue.

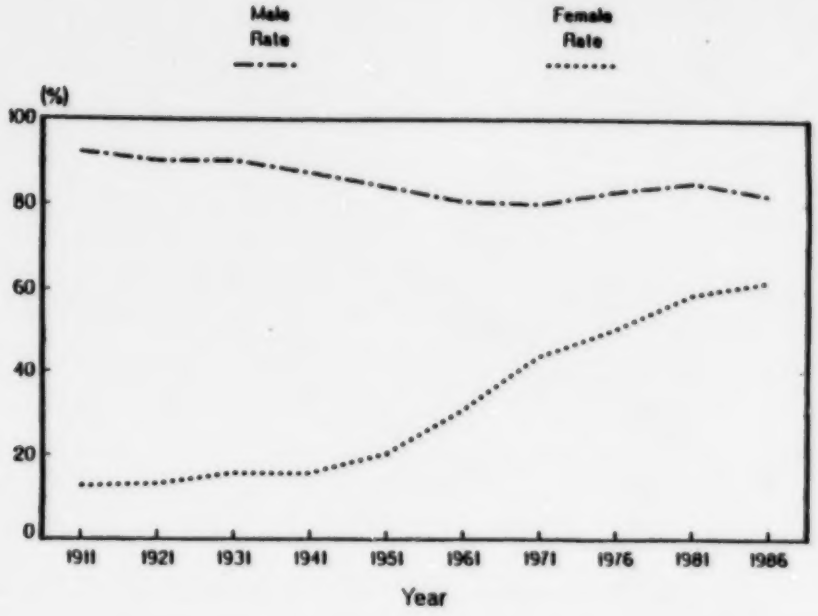
Figure 1: Two Earner Families in Canada, 1951 - 1981



Source: Statistics Canada; 13-581E

The prime candidates entering the job market used to be the 15 to 24 year olds who during the 1980s represented 20 percent of the population. Because of falling birthrates, by the year 2000 that age cohort will shrink to 12 percent. At the same time, the number of older workers (45 years of age and older) will rise from 16 percent of the population to 27 percent. These older workers will include both men and women, a radical change from thirty years ago. The life expectancy for men is expected to rise from its current 73.3 to 78.5 in the next twenty years. Women's age-span stands at 80.3 already. What impact will this have on retirement age in the future? What dependent care issues will arise for workers with aging parents?

Figure 2: Labour Force Participation Rate by Gender, Alberta, Census Years, 1911 - 1986



Source: Stats Canada Historical Labour Force Statistics

One of the most dramatic changes in the labour force has been the increase in the participation rate of women over the last 25 years. Today, 58.2 percent of Canadian women participate in the labour force. In Alberta, the female participation rate is 64.4 percent (November 1989), the highest in the nation.

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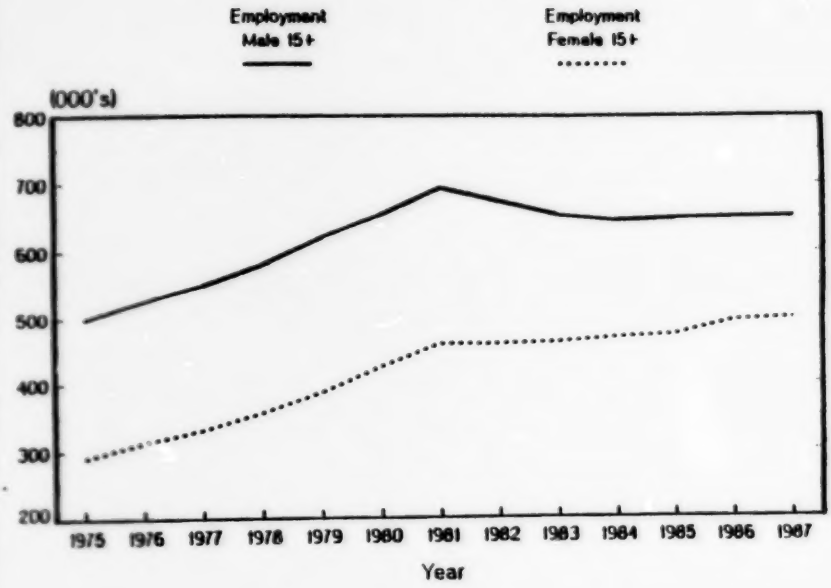
"...we (are) witness(ing) the growing phenomenon of women owning and operating their own businesses, the fastest growing gropu in the small business sector."

Figure 3: Employment by Gender, Alberta, Annual Averages, 1975 - 1987

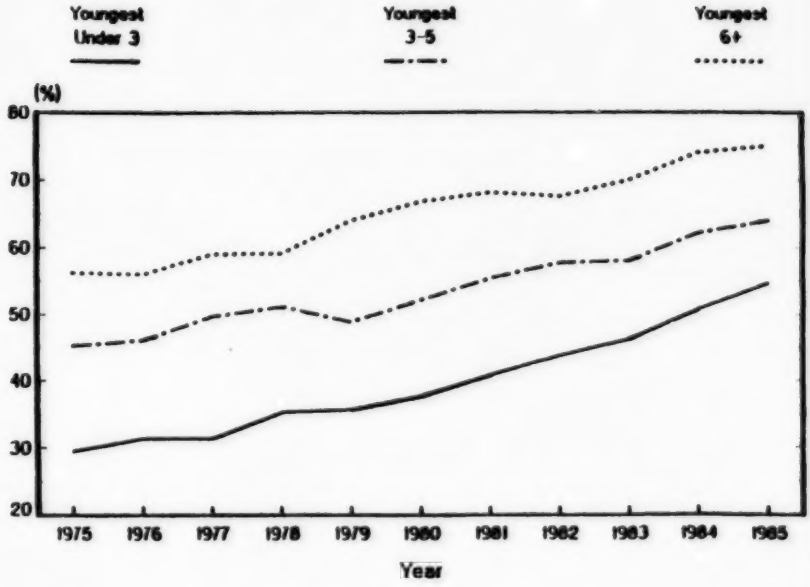


Source: Stats. Canada Historical Labour Force Statistics 1987

Even more significant has been the increased number of women participating in the labour force after having children. In 1961, less than 20 percent of two-parent families were dual earners.

By 1986, 41 percent of all married couples with children living at home were both employed. More recently, we have witnessed the growing phenomenon of women owning and operating their own businesses, the fastest growing group in the small business sector.

Figure 4: Participation Rate of Women with Children - By Age of Youngest Child, Alberta, 1975 - 1985



Source: Stats Canada Labour Force Survey

These developments are occurring within the context of a rapidly changing economic environment. The globalization of trade and increased competition are forcing firms to improve productivity and reduce costs. In an effort to increase efficiency and remain competitive, many organizations have downsized their operations. In some firms, whole layers of the organizational hierarchy have been removed. This has created a situation where employees are beginning to question the value of a "life time" commitment to an organization. With fewer opportunities to advance, some employees are reacting by shifting their orientation from career goals to family and leisure activities.

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The nature of work is also changing. John Naisbitt, futurist and author, says in his most recent book "... we are moving from an economy that rested on the motorcar to an economy that rests on the computer". This is certainly true in "information" companies. Even in most industrial companies, a large proportion of workers get paid for processing information - accountants, managers, and clerical, secretarial and data processing staff. Manufacturing jobs tend to be tied very closely to the workplace and have specific time constraints. Jobs in the information economy are more flexible. Workers can process information at home, working flexible hours. People who operate productively may make the difference between a company's success and failure. The day of human capital investment has come.

"North Americans used to pursue an 'ethic of success.' They equated big cars, good jobs and a fancy house with their goal in life - to be a success. Yankelovich says North Americans are shifting now to an 'ethic of self-fulfilment'."

Daniel Yankelovich, market researcher and author, reports a shift in social values and lifestyle choices. For thirteen years, his company has been studying people's attitudes toward work. North Americans used to pursue an "ethic of success." They equated big cars, good jobs and a fancy house with their goal in life - to be a success. Yankelovich says North Americans are shifting now to an "ethic of self-fulfilment."

People are increasingly concerned about what will give meaning, satisfaction and value to life. When those individuals go to work, they ask for rewards other than money and status. They want an array of benefits, a choice of workplace and work schedule, options for parental leave or educational opportunities. More and more they will be looking for flexible and responsive employers.

Colin Leinster, writing in Fortune magazine, calls today's young executive Superdad. He talked to forty men in their 30s and early 40s. They reported no difficulty with getting used to being in a two-career family; trouble arose as they tried to balance parenting, house care and work. These young managers all expressed a desire to be more involved in family and home life.

This has been a brief overview of the changes in the workforce, market, and social and personal values. What is happening in response to these changes? A Conference Board of Canada survey of employers found that while most companies are not experiencing difficulties in recruiting and training employees, more than half of the respondents attributed part of their absen-

teeism and employee stress to work and family conflicts. Consequently, employers are finding that it pays to offer a more supportive work environment, one that includes family-related support programs and policies. We will look at this area in more depth later in the paper.

In summary, changing demographics, a more competitive economic environment, and altered expectations on the part of employees and employers are challenging all of us to find innovative approaches to balancing work and family.

Balancing Work and Family Obligations

A United States survey (Levine 1989) found that 71 percent of respondents experience stress from work and family conflicts. Almost half felt that stress resulting from work/family conflicts affected their work, and 35 percent admitted to missing work because of child care problems.

"...employers are finding that it pays to offer a more supportive work environment, one that includes family-related support programs and policies."

The Conference Board survey of Canadian companies found similar results. In that survey, the majority of respondents indicated that they view employees as having the primary responsibility for finding solutions to work and family conflicts. However, employers do feel that they have a greater role to play than either governments or unions.

People who work and have family responsibilities report several areas of stress on the job. Both a Bank Street survey of dual earner families in New York City and an inner city study of a similar population in Toronto found several common areas of concern:

- problems with work hours -- overtime, weekends, travel time;
- worry about not looking serious about one's work;
- worry about money;
- worry about doing a good job;
- wish for supervisor to be more sensitive to work and family issues; and
- not wanting to accept relocation.

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Workers with family responsibilities report increased stress at home which results primarily from an increased need for child care, sick child care, and care for other dependents. Most felt that guilt and exhaustion were their top problems. The whole area of shared responsibilities for domestic chores and household maintenance is a big issue in many families. With no-one home to do the work during the day, parents and children have to negotiate task assignments. Workers report the need for extra time away from work when children are born, in addition to existing maternity leave provisions. Fathers and adoptive parents also want leave consideration which takes into account the family responsibilities they are assuming. Men report using sick leave or vacation time when they have no official paternity leave. Additional difficulties causing stress for workers include:

- not being home when children return from school;
- staying home with a sick child;
- going to school events;
- taking children to health-care appointments; and
- getting children to and from child care.

Job relocation is a potential source of stress when both spouses work. In a single-earner household a relocation disrupts family life; in a dual-earner family it also has an impact on another person's career.

John Towler, a Canadian industrial psychologist with a consulting firm in Waterloo, Ontario, writing in Industrial Management magazine, claims that there are five common dilemmas that dual career couples face.

First, they take on so many more roles than the 'traditional' family that they risk burnout and overload. Since both partners work outside the home, they have to learn to share home care, cleaning, maintenance and child care. Even if they hire help, someone has to plan and coordinate.

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Second, the dual career couple is part of a new non-traditional family where the behaviours and values each learned as children may no longer apply.

Third, couples suffer from a poor social life. They are too busy and tired to plan or organize events.

The fourth dilemma is what psychologists call normative - referring to the discrepancy between what society expects from a couple and what the dual career couple want for themselves.

Fifth, the couple must be able to switch easily and rapidly among many roles. Whose job takes precedence? Who should take care of the children? How do we match vacations? How do we handle differences in career success? What about relocation opportunities for one and not the other?

If these are the dilemmas facing dual earner families, what are the benefits?

Both Rosanna Hertz and John Towler point to some distinct advantages experienced by dual earner couples that balance the picture. Dual-earners have more economic and more occupational flexibility. For a partner in a dual-earner family, the stress of being the sole bread-winner is gone. Since each of them has an outside focus, they don't need to get too involved in their partner's world of work. The marriage thus acts as a buffer against over-involvement. Also, long-range goals preclude over-anxiety about what to do after the children leave home.

According to John Towler, researchers have discovered that dual earner couples tend to be happier, are more fulfilled and have higher levels of self-worth and self-esteem than traditional couples. Other positive attributes like pride, a sense of closeness, accomplishment, and competence are reported by dual earner couples. Also, there is usually better, more open and meaningful communication among family members.

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Canadians who have achieved a good balance between work and family report two key elements -- 1) a flexible family system with an ability to switch roles; and 2) an 'almost fierce devotion' to doing things together and to discussing everything with family members in order to keep lines of communication wide open. As well, successful families were observed to have a high level of self-confidence.

We are increasingly conscious of the diversity of family situations. Lone parent families represent more than ten per cent of the population. Families with other dependents -- the elderly or the disabled -- account for another ten percent. These patterns of work and family life must be considered as both business and society plan for the next decade.

The Impact on the Business Community

We have looked at how work and family issues affect workers. But how, in turn, do these issues show up in the workplace?

Work/family conflicts affect the corporation, business and industry in a number of ways:

- absenteeism and the related problem of tardiness cost a business money,
- inability to retain skilled employees decreases the turnover ratio; and
- a decline in productivity due to workers unwillingness or inability to work overtime, may slow projects or production.

"Adaptation to family issues is one of the top challenges facing the corporate world today."

Adaptation to family issues is one of the top challenges facing the corporate world today. Even the staid U.S. Central Intelligence Agency is dealing with the issue of child care. They have recently set up an on-site daycare in Virginia for 104 children of employees -- at a cost of $1.4 million.

In the recent book Employer-supported Day Care, authors Burud, et al., claim:

> "The quality of life of families is most affected by employer involvement in child care, if programs reduce overload and fatigue, cut commuting time, or replace piecemeal care. Parents are better able to meet both professional and family goals when conflicts between the two are reduced.

> Employer involvement in child care broadens the role of employers, lessening the work/family split that has become a problem for our industrial society. It reflects an up-to-date management theory characterized by quality circles and participative management. It reflects a growing trend away from standardization of benefits."

A tightening labour market in the coming decade will force corporations to adapt in order to retain and motivate employees. The shift from the industrial era to the information age will be completed. Entrepreneurs running new companies with less hierarchy and more networking, less clock-punching and more flexibility, will attract the best workers away from slow-to-change organizations.

Firms that anticipate and respond to changes in the workforce will gain a competitive edge in the '90s. Successful organizations will be the ones which invest in attracting and retaining qualified staff.

Employers who provide benefits such as child care, alternative work arrangements, a variety of leaves, increased benefit packages, Employee Assistance Programs (EAP's) and relocation assistance, contend that these options have been effective in a number of human resource management areas. In particular, these supports can be effective in recruiting and retaining employees, reducing employee stress, maintaining employee morale, and lowering the rates of absenteeism in organizations.

Industry is faced with the question of whether it is cost-efficient to adopt policies and programs that address these problems. Evidence presented during the Work and Family Conference in Toronto, November 1988, strongly indicated that corporate programs and policies which support employee family needs make excellent financial sense. Warner Lambert, for example, has included a set of dependent care policies in their Employee Assistance Program (EAP). The company calculates that for every dollar spent on their family program, $12 are saved through reduced employee absenteeism and increased productivity.

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Many firms, like Macdonald Dettweiler and Associates (MDA), offer a range of work options to its employees - options like extended leaves of absence, permanent part-time with pro-rated benefits, flextime and optional overtime. Other firms, however, believe the main responsibility for the resolution of work-family conflicts lies with the individual or the family. Few, according to the Conference Board report, think the government should be involved.

"Canadian employers believe that non-traditional work arrangements such as flex-time and permanent part-time, will increase supervisory costs and that too many employees will want to utilize them, thereby increasing personnel problems."

Corporations that are not responding give three reasons for their inaction. Some have just never thought about it. Others have not heard any needs expressed and some don't believe they should get involved. It appears that some Canadian employers believe that non-traditional work arrangements such as flex-time and permanent part-time, will increase supervisory costs and that too many employees will want to utilize them, thereby increasing personnel problems.

Similar comments were expressed in the Conference Board survey. The message coming through is that in order for an employer to change, three things have to happen: the employees have to take the initiative and make demands; the company has to recognize the negative impacts of work/family conflict on productivity, absenteeism and staff turnover; and finally, putting family-oriented policies in place must prove to be cost effective.

Options for Business

Canadian businesses are responding in several ways to the family responsibilities of their workers. We will now examine some concrete examples of company involvement in: dependent care; Employee Assistance Programs (EAPs); flexible benefits plans and leaves; new work arrangements; and husbands and wives working together.

Dependent Care

According to the Conference Board survey, the most frequently mentioned forms of employer support for employees with children are: child care information and referral service (8.4 percent), and child care centres - either on-site or through support for parent education seminars (4.6 percent).

Participating companies recommend that corporations considering employer supported day care, referrals or counselling, should assess their employees' needs before launching any program. The next step would be to consider hiring a consultant or approaching a local day care owner. Some owners contract informally with employers to provide care for children of employees. For example:

- Family Day Care Services in Toronto, a United Way agency, offers corporations a benefit package called "The Working Parents Day Care Assurance Plan".
- Families That Work is a small consulting firm that advises companies on family-oriented benefits and helps set up day cares.
- Global Communications Ltd. won a "Work and Wellbeing Award" in 1987 for leading a consortium of firms in developing the first cooperative workplace day care in Canada.
- The Alberta Children's Hospital has established a day care in an adjacent school. The centre offers services to hospital employees and the children of the Knob Hill community. Full-time, part-time or drop-in care for preschoolers is available. The hospital believes the program has assisted them in recruitment, retention and morale.
- Hydrokids is the day care centre operated by a group of volunteer parents for the Ontario Hydro employees at its downtown Toronto location. It is a completely self-sustaining, non-profit operation and accommodates 62 children from birth to kindergarten. There is currently a waiting list of over 100 children.

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A three year study in the U.S. reveals that childcare programs in the workplace improve employee morale, enhance recruitment and retention, and decrease turnover and absenteeism.

Another issue which has an economic impact on productivity is the problem of employees who are absent because of sick children.

- The St. Paul, Minnesota, Chamber of Commerce has a pilot program that encourages employer involvement in the sick child care dilemma.

Business can provide information, allow flexible time during illnesses, provide flexible benefits, make charitable contributions to community services, or subsidize care givers. The best solutions are ones in which employers, parents, care providers, and local governments are all involved.

A concern of both business and families is the care of aging dependents. Support is needed for this growing percentage of the population. Six percent of companies surveyed by the Conference Board have elder care information and referral programs, and two percent provide some form of assistance to employees whose elderly relatives either live at home or are institutionalized. Ten percent of the organizations surveyed offer information to employees who provide care to disabled relatives.

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Employee Assistance Programs

A significant number of employers offer a variety of services to employees through Employee Assistance Programs (EAP's). Employee Assistance Programs offer: counselling for alcohol and drug abuse, retirement counselling, financial counselling, and physical fitness programs. Some companies offer employees counselling for marital or stress-related problems. A number of organizations make some programs available to family members of employees.

Among companies which offer relocation assistance, the most common assistance is through real estate services related to relocation (62 percent). A small proportion (16 percent) offer employment placement for spouses of transferred employees.

Flexible Benefits and Leaves

Over half of the employers in the Conference Board survey reported that their organization has some form of family-related leave. Almost 50 percent indicated that they permit employees to use their personal sick leave for family reasons, and slightly over 8 percent offer "other parental leave" (i.e. child nurturing leave).

The Board's survey also found that 50 percent of the organizations offer extended maternity leaves, and 25 percent offer prematernity leaves. Almost 37 percent of the respondents offer adoption leave and one percent offer fathers time off upon the birth of a child.

The survey revealed that larger, more affluent organization or public sector organizations are more likely to offer various benefits, leaves and alternative working arrangements.

- Cominco Ltd. has a flexible benefit program, Flex-Com. The company pays for a basic level of benefits and offers a selection of options as well, paid for with dollars provided by the company or by payroll deduction. Employees review their benefit program annually. The program is handled by the central pay office, and details by someone at each worksite.
- Liptons International, a retail chain with 65 outlets in Canada, has expanded sick leave to encompass 'family needs.' Full-time associates can earn a maximum of six days a year, part-time a maximum of three.

Organizations which have implemented family-related support services and programs have found them to be beneficial in improving the productivity of employees, and in reducing the incidence of child care related absenteeism. These organizations have also found that providing these types of benefits makes it easier to recruit and retain effective employees.

New Work Arrangements

Almost half of the employers surveyed in the Conference Board study indicated that they have instituted flexible working hours. Under this arrangement, employees work a fixed number of hours per day or week, but can choose their starting and quitting times. This permits employees to tailor their work day to their children's school schedule.

- London Life has offered alternative work arrangements for years - part-time, compressed work week, flextime and most recently, reduced workweeks and job sharing. They currently have 60 employees sharing 30 jobs. These employees receive pro-rated benefits, as do part-timers, as both categories are considered permanent. None of the fears that management had regarding job sharing materialized. Although the possibility of job promotions are limited, the benefits of job sharing to both employer and employee appear significant. Improvements in productivity and morale have been dramatic.

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Almost 20 percent of the employers surveyed by the Conference Board offered some employees the option of job sharing. Job sharing is a work arrangement in which two or more employees agree to share the duties, wages and benefits of one full time job.

- The Calgary law firm of Drummond, Crooks has three lawyers working from 16 to 30 hours a week with clients. The program is called Contract Legal Services and provides in-house counsel to small and medium-sized companies on a part-time basis. Started in 1988, Crooks believes it will expand to six part-time lawyers shortly.

In the Conference Board survey, almost 30 percent of the employers offered the option of part time work with pro-rated benefits.

- IBM has recently introduced expanded flextime options, updated their personal leave options and has begun encouraging older workers to start second careers in non-profit groups with partial pay and benefits during transition. Both flextime and extended leave, with the option of part-time when leave-takers return, are targeted at employees with specific dependent care needs.

Over 25 percent of the employers surveyed by the Conference Board have compressed work week schedules. Compressed work weeks can be an attractive option if the employees involved are able to work long hours without getting tired, and their work is not physically demanding, dangerous or stressful.

"Working at home may be an attractive option for dual earner couples and single parents wishing to have closer contact with their children or provide care to elderly live-in parents during the workday."

Eleven percent of the companies surveyed have implemented work at home arrangements. Working at home may be an attractive option for dual earner couples and single parents wishing to have closer contact with their children or provide care to elderly live-in parents during the workday. Working at home includes both telecommuting and home based businesses.

Telecommuting has received a mixed response from employees, employers and unions. For employees, the advantages of telecommuting may include less commuting time, closer contact with children, fewer distractions, and the ability to work at one's own pace. Difficulties associated with supervising and communicating with telecommuting staff, and extra costs associated with providing a work station for the employee's home, are among the major disadvantages for employees.

Home-based businesses are a growing trend in Alberta and elsewhere. About one-quarter of these involve the production of arts and crafts, while another 25 percent are service oriented. In-home child care services comprise about ten percent of all home-based businesses. Others include self-employed professionals, writers and publishers engaged in freelancing and contract work.

Freelancers and contract workers may receive a higher hourly wage than regularly employed workers, but they receive no paid benefits, job security or protection, since the labour code provisions do not apply to self-employment.

The apparent attractiveness of the home as a location for paid work may well be an illusion. According to one study, home-based work can be highly exploitative of women's labour, and a substantial barrier to the development of equality in marriage.

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Husbands and Wives Working Together

Working together may not be for everyone, but there are certain benefits to this arrangement. Couples employed by the same company may experience significant domestic advantages, such as commuting together to and from work, and gaining a better understanding of the demands of work on each partner. On the other hand, working couples can make it awkward should the corporation wish to relocate or terminate one partner.

For couples who jointly own and operate their own businesses, knowing each other's strengths and weaknesses can be an advantage. They can work more closely than non-married business partners and are free to allocate business responsibilities based on their own interests.

The down side to couple-run businesses is the added strain business conflicts can put on the marriage. The delegation of duties is not always clear, and can be a problem as the business expands and more staff are hired. A couple-run business also faces a potential crisis if one partner cannot contribute because of illness or maternity, or if the marriage breaks down.

New Business Opportunities

The surge of women into the workforce has had a profound effect on business and society, creating a variety of business opportunities, primarily in the service sector. Most people know someone who has started a business in the last ten years. More and more these entrepreneurs are women, and this trend will continue for the foreseeable future. Much of the expanded fast food business is related to the needs of dual earner families, as is the growing popularity of house-cleaning services, private daycare facilities and gourmet frozen dinners. Labour and time-saving devices like microwave ovens are selling exceptionally well.

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Other service-oriented businesses are emerging. Pilot programs in Florida and Minneapolis have converted hospital wings to facilities where sick children can be cared for on a day-to-day basis. Working parents can bring children with common colds, flu or childhood diseases to be cared for in a facility with access to medical help.

The Role of Government

Several departments of the Alberta government are involved in some way with providing information, assistance and interpretation of legislation in some of the areas of concern addressed in this paper. These include resources and services for those in business, including farming operations, publications that assist organizations and individuals with work related issues and various aspects of training and career counselling, just to mention a few. The government also has a role in educational initiatives. The "Health and Personal Life Skills" curriculum offered at the junior high school level and the "Career and Life Management" course offered at the senior high school level encourage both boys and girls to take a shared approach to parenting and home care.

The role of government in work related issues is also exemplified through organizations such as the Human Rights Commission and Alberta Advisory Council on Women's Issues.

As changes in society continue to affect the economy and the workforce, they will almost certainly affect the role of government as an advocate and implementor of change, and as a mediator in cases of conflict.

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Conclusion

Since time began, human beings have lived in families. In each age, changes in society have challenged the family. We are experiencing today a rate of social change unlike any in the past.

More women are working, including women with children. An increasing number of families are headed by single parents, the vast majority by women. These single parent families and dual earner families require out-of-home care for young children. Extra care is also required by families who have responsibilities for an elder parent or a disabled person.

The challenge before us, as with every new age, is to find ways that allow both the family and the economy to flourish. The best solutions will be the ones that recognize that every family is a working family, and which benefit both employers and employees.

"The challenge before us, as with every new age, is to find ways that allow both the family and the economy to flourish. The best solutions will be the ones that recognize that every family is a working family, and which benefit both employers and employees."

Acknowledgement

While there is a growing body of literature on the issue of balancing work and family responsibilities, much of it is based on the experience of companies and families in the United States of America. The author of this paper wishes to acknowledge the excellent Conference Board of Canada Report, The Corporate Response to Workers with Family Responsibilities, upon which much of this work has been based.

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